

## We will leverage our synergies as a comprehensive retail group to address all life stages.

The Seven & i Group aims to serve as infrastructure considered indispensable to people's lives. We will do this by constantly remaining side by side with customers in the pursuit of "convenience" while providing products and services that correspond to every life stage.

Group total sales <sup>\*1</sup>

Approx. **¥11.0** trillion

Number of customer store-visits per day

Japan Approx. **23** million people

Global Approx. **64** million people

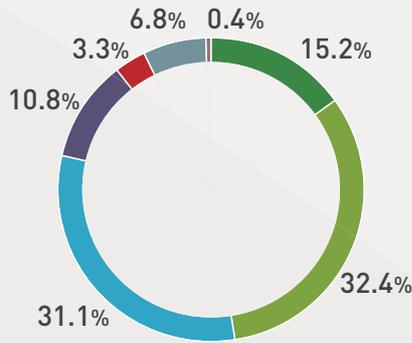
Store network <sup>\*2</sup> of Seven & i Group

Japan Approx. **21,800** stores

Global Approx. **66,200** stores

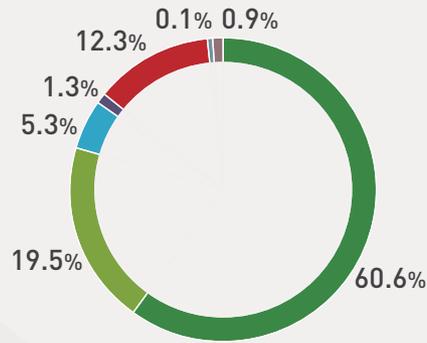
\*1. Amount includes franchise sales in Seven-Eleven Japan and 7-Eleven, Inc. store networks.

\*2. Number of stores at February 28, 2018 (Japan) and December 31, 2017 (other countries and regions).



## Revenues from Operations

\*Includes eliminations/  
corporate



## Operating Income

(Fiscal 2018)

■ Domestic Convenience Store Operations (Seven-Eleven Japan, etc.)

**¥928.6** billion  
Up 3.0% YoY

**¥245.2** billion  
Up 0.6% YoY

■ Overseas Convenience Store Operations (7-Eleven, Inc., etc.)

**¥1,981.5** billion  
Up 19.5% YoY

**¥79.0** billion  
Up 17.3% YoY

■ Superstore Operations (Ito-Yokado, York-Benimaru, etc.)

**¥1,901.1** billion  
Down 2.5% YoY

**¥21.2** billion  
Up 5.1% YoY

■ Department Store Operations (Sogo & Seibu, etc.)

**¥657.8** billion  
Down 9.8% YoY

**¥5.3** billion  
Up 87.2% YoY

■ Financial Services (Seven Bank, etc.)

**¥202.9** billion  
Up 0.5% YoY

**¥49.7** billion  
Down 0.8% YoY

■ Specialty Store Operations (Akachan Honpo, THE LOFT, Nissen Holdings, etc.)

**¥416.6** billion  
Down 7.5% YoY

**¥0.4** billion  
—

■ Others

**¥23.5** billion  
Down 1.3% YoY

**¥3.6** billion  
Down 8.4% YoY



▶ Details on pages 60–61